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15 November 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Weekly Report of School of Intelligence and  
World Affairs No. 45, 5 - 11 November 1971

COURSE ACTIVITIES

1. JCS-DIA Orientation

The semi-annual JCS-DIA Orientation was held in Headquarters on 9-10 November. General Cushman and several other senior officials of the Agency participated.

About 55 senior military officers and civilians from JCS and DIA attended. In general, they were warm in their praise of the program, the caliber of the speakers and presentations, and the candid and frank responses to questions.

Several felt the program should be offered more frequently so that more military planners and intelligence officers could benefit from it.

2. Midcareer Course

25X1A9a Midcareer Course #30 ended on 5 November, with [ ] substituting 25X1A9a for the DCI. [ ] gave the students a preview of the Presidential plan for the reorganization of the intelligence community which was announced in the press later that day.

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3. Intelligence Research Techniques Course

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[ ] training officer of IAS, called [ ] on Thursday to inquire about the possibility of developing a version of the Intelligence Research Techniques Course tailored to IAS needs. The subjects on which IAS photo interpreters need training are: assistance available, requirements and collections programs, and use of IAS products by production offices. He is thinking in terms of two different groups who need this exposure: The young PI who has completed his PI training at Offut Air Force Base and has been on the job about two years; the older PI who has been around for some years and who needs refreshing and filling in of areas of ignorance. We will use the schedule of the last IRTC given for NPIC, and the schedule for the current IPC to develop ideas on the kinds of activities which would be of most value.

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4. Intelligence Production Course

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The highlight of the IPC to this time was the presentation on Friday on the DOD's International Security Affairs by [ ] who heads the section on East Asian and Pacific Affairs. [ ] is a former professor at Stanford, and did research on China in the DDI Special Research Staff. He spoke for about 15 minutes on his position, and then spent about an hour answering the steady flow of questions from the students. Among the points of interest was his description of his office's work in drawing up detailed plans for the Vietnamization process when the policy decision was made by the President to Vietnamize the war. One change in the DOD structure which he mentioned was that Strike Command and MEAFSA Command will be abolished on 1 January, and will be replaced by a Readiness Command, possibly under a unified command in the US. He was quite candid on the superiority of CIA's product to DIA's for the purposes of his office.

The class also benefited from other visits at Arlington Hall and the Pentagon, especially the NMCC and the Washington/Moscow Hot Line.

5. CT Writing Courses

The first of two consecutive one-week runnings of the Intelligence Writing Techniques Course will get under way on 15 November. It will be followed immediately by a repeat offering on 22 November. The need for the twin runnings became apparent when the CT Staff decided to enroll in the course not only the eight CT's who will spend their second interims in the DDI, but also five other CT's who will return to the DDP for their second interims. Since 13 students cannot be given adequate individual guidance and evaluation in such an intensive, compressed, full-time course as the IWTC, SIWA and the CT Staff agreed to arrange two consecutive runnings.

6. Intelligence Briefing 1-72

Our first fall class of the Intelligence Briefing course started on 10 November with nine registrants from NPIC, OSR, IRS, EUR and WH. NPIC put in five students. The GS grades ranged from 8 to 12.

The first class had been scheduled to start in September but fell through for want of sufficient registrants. The present total of nine has been found to be ideal for purposes of giving individual attention to each class member in each three-hour session.

A new feature for the first class was a 40-minute replay of videotapes which reveal contrasting performances of former students: Career Trainees giving oral presentations of intelligence reports; and students at the second meeting of an IB class giving their first talk before the video camera.

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1. On 5 November, at the Chamber of Commerce Building, a CIA program was put on for the 26 students in the Department of State's Administrative Operations and Management Course. [ ] gave a short briefing on CIA; this was followed by a 90-minute panel discussion of mutual problems in the support field. The panelists were the Messrs. [ ] (Cover) [ ] (Finance) and [ ] (AF Support Chief).

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The FSI Course Chairman was new and had not expected too fruitful a discussion. He had actually cut back the time allotted from 2 1/2 to 2 hours. The usefulness of the discussion became so obvious to both the Course Chairman and the students that the former suggested that the next time the class should spend a day at CIA. The students agreed. It became

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[ ]  
One week had been devoted to B&F without getting into this -- on the grounds that it was too sensitive to discuss.

2. On 8 November, at Headquarters, two members of the [ ] Intelligence Service on CIA and the community. 25X1C8c

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3. On 11 November, at Headquarters, [ ] briefed Brig. Gen. Faurer, Army J-2 in Panama, on current responsibilities of CIA and the Intelligence Community.

OTHER ACTIVITIES1. New Trends in Procedures of Finished Intelligence

On 1 November, in the briefings to the IPC on OER by [ ] the new director of the office, and [ ] chief of OER's Current Support Staff, some emphasis was given to a new trend in production of finished intelligence in CIA. This past summer the PFIAB sent a memo to Mr. Helms, asking that CIA study the impact of foreign economic activities in the US. This is a subject which is of great concern to the US government, even though it is not a matter directly related to US national security interests. As a result, OER has been doing more reporting, both in the OCI CIB, Weekly Summary, and PDB, and in OER's own Intelligence Memos, on such subjects as the impact of Japan and the Common Market on the US economy. One recent OER major study dealt in detail with the problems of the US-Canadian balance of trade, which OER had never before studied. It found that the unfavorable balance of trade with Canada was a major cause of recent US problems in international economics.

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## 2. [ ] Travels

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[ ] is spending two weeks on TDY conducting research for his study on the origins of the Agency. His travels will take him to New York City, to the FDR Library in Hyde Park, and an interview with Archibald MacLeish in Conway, Massachusetts.

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3. Agency Publications Assembled for Army War College

We have assembled a number of NIEs and are assembling some OCI Special Reports and Intelligence Memos [redacted]. He requested CIA publications on factors or conditions which might encourage or inhibit [redacted] chief of the ONE Estimates Staff, cleared the NIEs for transmission to Clark. 25X1A9a 25X1A9a

4. Broad Representation at Area Roundtable Meeting

Our program for the Inter-agency Roundtable for Area Training on 11 November was well received. The audience consisted of representatives from eleven organizations: FSI, AID, NSA, Navy (BUPERS Human Relations Project), CONARC, USAINTS, DLI, Office of Education, American Institutes for Research, American University's Foreign Area Studies, and CIA/OMS.

[redacted] gave an overview of the rationale and content of SIWA's one-day block on Problems of Perception and Communications in the IWA. The emphasis was on what our experience has taught us about the effectiveness of various teaching methods in the past three years. Our block of orientation and familiarization on this subject appears to be unique in Government and hence aroused considerable interest. A desire to see this type of course introduced into their own training programs was expressed by the representatives from CONARC, USAINTS, and AID.

5. Seminar for [redacted]

A good deal of our week has been taken up with the project for five officers [redacted] who are here for a series of substantive and operational briefing and discussion sessions. They have proved to be an extremely pleasant and dynamic group. They are also very well informed on the general topics with which we are dealing which has necessitated particular care in planning these sessions.

6. Luncheon of the Society of Government Economists

On Wednesday, 3 November, [redacted] attended a Luncheon of the Society of Government Economists featuring a talk on planning in the U.S.S.R. by the economic attache of the Soviet Embassy. Although the talk was rather basic and the speaker non-provocative, it was a useful experience.

[redacted]  
Chief, School of Intelligence  
and World Affairs

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